

MBA: Second Year - First semester
V21MBT24: LOGISTICS & SUPPLY CHAIN MANAGEMENT
(Effective for the students admitted into Second year from the Academic Year 2022-23)

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COURSE OUTCOMES:

After successful completion of the course, the student will be able to:

CO1: Understand the concept of Logistics and Supply chain management. (K2)

CO2: Generalize various costs incurred to measure the logistics performance. (K2)

CO3: Understand the strategy of benchmarking in Logistics and supply chain. (K2)

CO4: Assess the need for various third-party aggregator services. (K3)

CO5: Understand the logistics management at global level. (K2)

UNIT 1

Logistics and Competitive strategy: Competitive advantage – Gaining Competitive advantage through logistics-Integrated supply chains– Competitive performance - Models in Logistics Management - Logistics to Supply Chain Management – Focus areas in Supply Chain Management.- Customer service and retention- Basic service capability Value added services

UNIT 2

Measuring logistics costs and performance: The concept of Total Cost analysis – Principles of logistics costing – Logistics and the bottom-line – Impact of Logistics on shareholder value - customer profitability analysis –direct product profitability – cost drivers and activity-based costing.

UNIT 3

Logistics and Supply chain relationships: Benchmarking the logistics process and SCM operations –Mapping the supply chain processes – Supplier and distributor benchmarking – setting benchmarking priorities –identifying logistics performance indicators –Channel structure – Economics of distribution –channel relationships –logistics service alliances.

UNIT 4

Sourcing, Transporting and Pricing Products: sourcing decisions and transportation in supply chain – infrastructure suppliers of transport services – transportation economics and pricing – documentation - pricing and revenue management Lack of coordination and Bullwhip Effect - Impact of lack of coordination. - CRM –Internal supply chain management - .

UNIT 5

Managing global Logistic: Logistics in a global economy – views of global logistics- global operating levels – interlinked global economy – Global strategy –Global purchasing – Global logistics – Channels in Global logistics –Global alliances.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References

1. Donald J.Bowersox and David J.Closs: “Logistical Management” The Integrated Supply Chain Process, TMH, 2011.
2. Edward J Bradi, John J Coyle: “ A Logistics Approach to Supply Chain Management, Cengage Learning, New Delhi, 2012.
3. D.K.Agrawal: “Distribution and Logistics Management”, MacMillan Publishers, 2011
4. Sunil Chopra and Peter Meindl: “Supply chain Management: Strategy, Planning and Operation”, Pearson Education, New Delhi 2013
5. Rahul V Altekar: Supply Chain Management, PHI Learning Ltd, New Delhi, 2009

MBA: Second Year - First semester
V21MBT25: SALES AND DISTRIBUTION MANAGEMENT
(Effective for the students admitted into Second year from the Academic Year 2022-23)

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COURSE OUTCOMES:

After successful completion of the course, the student will be able to:

1. Understand the basic concept of Sales and distribution management. (K2)
2. Apply personal selling techniques to promote a product. (K3)
3. Apply various concepts of sales force management. (K3)
4. Understand various issues related to distribution channels. (K2)
5. Understand the functionality of logistics and supply chain concepts. (K2)

UNIT1:

Definition of Sales Management-nature and scope of sales Management –Modern trends in Sales Management -Role and responsibilities of Sales Managers - Organization of Sales Department-Different types of Sales Organizations

UNIT2:

Personal Selling –Objectives – Approaches to Personal Selling –Process of Personal Selling-Organization Design and Staffing, Sales Planning, Time and Territory Management

UNIT3:

Managing sales Force - Recruitment –Selection and Training of salesmen-Salesmen’s Compensation Plans - Evaluation of Salesmen’s performance –Sales Control Research

UNIT4:

Marketing Channels- Structure and Functions-Channel Design –Selecting Channel Members – Motivating Channel Members –Selection and Recruitment of Channel Partners- Channel Conflicts –Reasons –Managing Channel Conflicts

UNIT5:

Distribution Management --Retailing --Wholesaling - Supply Chain Management- Managing Logistics-Physical Distribution Management --Transportation and Traffic Management -- Warehousing and Storage

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References:

1. Sales Management: Decisions, Strategies & Cases, Richard R. Still, Edward W. Cundiff, Norman A.P. Govoni, Pearson Education, Latest Edition
2. Sales Management: Concepts Practice, and Cases, Johnson F.M., Kurtz D.L., Scheuing E.E., Tata McGraw- Hill, Latest Edition
3. Selling & Sales Management, David Jobber, Geoffrey Lancaster, Pearson Education, Latest Edition
4. Sales Management, Tanner, Honeycutt, Erffmeyer, Pearson Education, Latest Edition
5. Sales Force Management, Mark W. Johnston, Greg W. Marshall, Tata McGraw-Hill, Latest Edition
6. Sales Management, William L. Cron, Thomas E. DeCarlo, Wiley, Latest Edition
7. Sales & Distribution Management, Dr. S. L. Gupta, Excel, Latest Edition

MBA: Second Year - First semester
V21MBT26: SERVICES MARKETING
(Effective for the students admitted into Second year from the Academic Year 2022-23)

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COURSE OUTCOMES:

After successful completion of the course, the student will be able to:

1. Understand the nature and importance of services in an economy. (K2)
2. Understand the need for CRM in services. (K2)
3. Examine various elements related to service product management. (K3)
4. Understand distribution mechanism for services. (K2)
5. Analyze the importance of service quality. (K3)

UNIT I:

Importance of services marketing; Service characteristics and Marketing challenges; Reasons for growth of services sector; Services sector in the Indian economy.

UNIT II:

Customer Relationship Marketing: Relationship Marketing, the nature of services consumption, understanding customer needs and expectations, strategic response to the intangibility of service performance.

UNIT III:

Services product management: Basic service package, CVH, service flow, new service development, service life cycle; Services branding and positioning; physical evidence; Pricing of services.

UNIT IV:

Service Distribution strategies; internal marketing; External marketing; Interactive marketing, Service encounter, Management of moments of truth, Interaction process design and efficiency.

UNIT V:

Service quality management: Gap model, SERVQUAL; Total quality services marketing; Services failures and recovery strategies (Case Studies are Compulsory)

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References:

1. K.Rama Mohana Rao: Services Marketing, Pearson, 2 Ed. New Delhi.
2. Valeri Zeithmal, Mary Jo Binter, Dwayne D Gremler and Ajay Pandit: Services Marketing, Tata McGraw Hill, New Delhi.
3. Christopher Lovelock, Jochen Wirtz and Jayanta Chatterjee: Services Marketing: People, Technology, Strategy, Pearson, New Delhi.
4. Christian Gronroos: Services Management and Marketing, Maxwell Macmillan.
5. Harsh V. Verma, Services Marketing, Pearson, New Delhi.

MBA: Second Year - First semester
V21MBT27: ADVERTISING & BRAND MANAGEMENT
(Effective for the students admitted into Second year from the Academic Year 2022-23)

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COURSE OUTCOMES:

After successful completion of the course, the student will be able to:

CO1: Describe the importance of Advertising. (K2)

CO2: Explain the Advertising campaign development from organizational context. (K2)

CO3: Examine the Advertising effectiveness. (K3)

CO4: Identify the foundations of Branding. (K1)

CO5: Illustrate the Brand Building Practices. (K2)

Unit – I

Advertising: Its importance and nature; Communication model; Persuasion Process – perception, learning and attitude change; Major advertising decisions and influencing factors;

Unit – II

Developing Advertising Campaign: Determining advertising Objectives and budget
Determining advertising message and copy - Headline, body copy, logo, illustration and layout; Creative styles and advertising appeals; Media planning – media selection and scheduling Advertising through Internet.

Unit – III

Organisation and Evaluation of Advertising Efforts: In-house arrangements; Using advertising agencies – selection, compensation and appraisal of advertising agency; Evaluating Advertising Effectiveness.

Unit – IV

Importance of branding; Basic Branding concepts –Brand personality, brand image, brand identify, brand equity and brand loyalty; Identifying and selecting brand name, Brand positioning and re-launch; Brand extension; Adjustments to Brand portfolio.

Unit – V

Brand Building in Different Sectors – Corporate Branding, Service branding challenges, B2B Branding. Leadership Capabilities for B2B Global Brand Leadership. Global Branding – Adaption and Brand Culture perspective

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Suggested Readings:

1. S.H.H Kazmi and SatishK.Batra : Advertising and sales promotion, Excel books Cowley. D: Understanding Brands, ,Kogan Page Ltd
2. George E.Belch& Michael A. Balch : Advertising and Promotion, TMH
3. Aaker, Myers &Batra : Advertising Management , Prentice Hall.
4. Wells,Moriarity&Burnett : Advertising Principles & practices , Prentice Hall.

MBA: Second Year - First semester
V21MBT28: FINANCIAL DERIVATIVES
(Effective for the students admitted into Second year from the Academic Year 2022-23)

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COURSE OUTCOMES:

After successful completion of the course, the student will be able to:

1. Understand the nature of derivatives and derivative markets. (K2)
2. Operate the trading of futures in BSE &NSE. (K3)
3. Develop fundamental knowledge of options market. (K3)
4. Apply pricing mechanism on various derivative options. (K4)
5. Understand swaps and economic functions of swap transactions. (K2)

UNIT– I:

Introduction to Financial Derivatives – Meaning and Need – Growth of Financial Derivatives in India – Derivative Markets – Participants – Functions – Types of Derivatives – Forwards – Futures – Options – Swaps – The Regulatory Framework of Derivatives Trading in India.

UNIT – II:

Features of Futures – Differences Between Forwards and Futures – Financial Futures – Trading – Currency Future – Interest Rate Futures – Pricing of Future Contracts – Value At Risk (VAR) – Hedging Strategies – Hedging with Stock Index Futures –Futures Trading on BSE & NSE.

UNIT – III:

Options Market – Meaning & Need – Options Vs futures – Types of Options Contracts – Call Options – Put Options – Trading Strategies Involving Options – Basic Option Positions – Margins – Options on stock Indices – Option Markets in India on NSE and BSE.

UNIT – IV:

Option Pricing – Intrinsic Value and Time Value - Pricing at Expiration – Factors Affecting Options pricing – Put-Call Parity Pricing Relationship – Pricing Models – Introduction to Binominal Option Pricing Model.

UNIT – V:

Swaps – Meaning – Overview – The Structure of Swaps – Interest Rate Swaps – Currency Swaps – Commodity Swaps – Swap Variant – Swap Dealer Role – Equity Swaps – Economic Functions of Swap Transactions – FRAs and Swaps.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References:

1. Rene M Stulz, Risk Management and Derivatives, Cengage, New Delhi
2. David Thomas. W & Dubofsky Miller. Jr., Derivatives Valuation and Risk Management, Oxford University, Indian Edition.
3. N.D.Vohra & B.R.Baghi, Futures and Options, Tata McGraw-Hill Publishing Company Ltd.
4. Red Head: Financial Derivatives: An Introduction to Futures, Forward, Options” Prentice Hall of India.
5. David A. Dubofsky, Thomas W. Miller, Jr.: Derivatives: Valuation and Risk Management, Oxford University Press.
6. Sunil K. Parameswaran, “Futures Markets: Theory and Practice” Tata-McGraw-Hill Publishing Company Ltd.
7. D.C. Parwari, Financial Futures and Options, Jaico Publishing House
8. T.V. Somanathan, Derivatives, Tata McGraw-Hill Publishing Company Ltd.
9. NSE manual of Indian Futures & Options & www.Sebi.com

MBA: Second Year - First semester
V21MBT29: FINANCIAL MARKETS & SERVICES
(Effective for the students admitted into Second year from the Academic Year 2022-23)

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COURSE OUTCOMES:

After successful completion of the course, the student will be able to:

- Understand the structure of Indian financial system. (K2)
- Generalize the financial services and functions of merchant banker. (K2)
- Understand the function of venture capital business and lease financing. (K2)
- Describe the functions of various NBFCs. (K2)
- Understand the functions of security deposits and stock broking houses. (K2)

Unit I:

Indian Financial System , Financial Markets:Structure of Financial System – role of Financial System in Economic Development – Financial Markets :Capital Markets – Money Markets – Primary Market and Secondary Market – Role of SEBI – Secondary Market Operations – Regulation – Functions of Stock Exchanges – Listing – Formalities – Financial Services Sector- Problems and Reforms.

Unit –II:

Financial Services:Concept , Scope of Financial Services – Regulatory Frame Work of Financial Services – Growth of Financial Services in India – Merchant Banking – Meaning-Types – Responsibilities of Merchant Bankers – Role of Merchant Bankers in Issue Management – Regulation of Merchant Banking in India.

Unit III:

Venture Capital and Leasing: – Growth of Venture Capital in India – Financing Pattern under Venture Capital – Legal Aspects and Guidelines for Venture Capital, Leasing – types of Leases – Evaluation of Leasing Option Vs. Borrowing.

Unit IV:

NBFCs: Credit Rating – Meaning, Functions –Credit Rating Agencies in India, Factoring, Forfeiting and Bill Discounting – Types of Factoring Arrangements – Factoring in the Indian Context;

Unit V:

Stock Broking and Security Depository: Concept of Stock Broking, Evolution of stock broking business, functions of stock broking firm-Regulatory guidelines of SEBI on stock broking business- Debt Securitization – Concept and Application – De-mat Services-need and Operations- role of NSDL and CDSL.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References

1. Bhole&Mahakud, Financial Institutions and Market, TMH, New Delhi
2. V.A.Avadhani, Marketing of Financial Services, Himalayas Publishers, Mumbai
3. DK Murthy, and Venugopal, Indian Financial System, IK Int Pub House
4. Anthony Saunders and MM Cornett, Fin Markets &Institutions, TMH, ND
5. Edminister R.D., Financial Institution, Markets and Management:
6. Punithavathy Pandian, Financial Markets and Services, Vikas, New Delhi
7. Vasanth Desai, Financial Markets & Financial Services, Himalaya, Mumbai
8. Meir Khan – Financial Institutions and Markets, Oxford Press.
9. Madura, Financial Markets & Institutions, Cengage, ND

MBA: Second Year - First semester
V21MBT30: ADVANCED MANAGEMENT ACCOUNTING
(Effective for the students admitted into Second year from the Academic Year 2022-23)

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COURSE OUTCOMES:

After successful completion of the course, the student will be able to:

1. Understand the nature, objectives and importance of advanced management accounting.(K2)
2. Experiment on optimum pricing, and various elements of marginal costing. (K3)
3. Assess the importance of standard costing and variance analysis. (K3)
4. Prepare different types of budgets. (K3)
5. Understand contemporary practices in the area of advanced management accounting. (K2)

Unit – 1: Introduction: Scope, objectives, importance and limitations of Employment of Management Accounting — Role, duties and responsibilities of Management Accountant. Essentials of reporting of management accounting.

Unit - 2: Marginal Costing: Significance of marginal costing. Cost volume profit-BEP analysis – Decision Situations-Sales Volume Decisions – Pricing and Special Order Pricing – Make / Buy Decisions – Product Mix Decisions— Plant Shutdown Decision Profit Planning – planning of level of activity – Key factor – Foreign market offers.

Unit - 3: Standard Costing: Standard Costing and Absorption costing – Establishment of cost standards. Variance analysis: Material Variances – Labour Variances – Overhead Variances - Sales Variances

Unit- 4: Budgetary Control: – Objectives and advantages of Budgetary control. Types of various budgets. Preparation of Budgets – Purchase, Production, Sales and Cash Budget-Flexible Budget – Master Budget – Zero Based Budgeting.

Unit – 5: Contemporary issues in Management Accounting: Value analysis-Activity based costing-Social cost benefit analysis-Kaizen costing-Throughput costing-Target costing-Learning curve.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References:

1. Charles T. Horn Gaxy L. Sundem.: “Introduction to Management Accounting” Konrk Publishers PVT Ltd, New Delhi.
2. S.P. Gupta: “Management Accounting” Sahitya Bhawan Publications, Agra 2002.
3. Manmohan and Goyal: “Management Accounting” Pearson Education.
4. V. Krishna Kumar: “Management Accounting” Mittal Publications, New Delhi.
5. Dr. Kulsreshtha and Gupta: “Practical Problem in Management Accounting” Tata Mc Graw Hill, New Delhi.
6. S.P. Jain and K.L. Narang: “Advanced Cost and Management Accounting” Kalyani Publishers, New Delhi.

MBA: Second Year - First semester
V21MBT31: HUMAN RESOURCE METRICS & ANALYTICS
(Effective for the students admitted into Second year from the Academic Year 2022-23)

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COURSE OUTCOMES:

After successful completion of the course, the student will be able to:

1. Understand various approaches in designing HR Metrics. (K2)
2. Compute Metrics for different HR operations. (K3)
3. Understand the concept of HR Analytics using dashboards. (K2)
4. Assess diversity in various HR functions. (K3)
5. Evaluate the best practices in HR Analytics. (K5)

Unit 1

HR Metrics Overview--Concepts, Objectives-- Historical evolution of HR metrics. —Importance of HR Metrics. --Approaches for designing HR metrics--The Inside-Out Approach--The Outside-In Approach-- Align HR metrics with business strategy, goals and objectives.

Unit II

Creating levels of metrics measures—HR Efficiency measures—HR Effectiveness measures-- HR value / impact measures. Building HR functions metrics-- Workforce Planning Metrics-- Recruitment Metrics --Training & Development Metrics-- Compensation & Benefits Metrics -- Employee relations & Retention Metrics

Unit III

HR Analytics Overview -- What HR Analytics. -- Importance of HR Analytics. -- Translating HR metrics results into actionable business decisions for upper management (Using Excel Application exercises, HR dashboards)-- HR information systems and data sources-- HR Metrics and HR Analytics-- Intuition versus analytical thinking-- HRMS/HRIS and data sources-- Analytics frameworks like LAMP-- HCM:21(r)Model.

Unit IV

Diversity Analysis-- Equality, diversity and inclusion, measuring diversity and inclusion, Testing the impact of diversity, Workforce segmentation and search for

critical job roles.. Recruitment and Selection Analytics--Evaluating Reliability and validity of selection models, Finding out selection bias.Predicting the performance and turnover. Performance Analysis-- Predicting employee performance, Training requirements, evaluating training and development.

UNIT V:

Optimizing selection and promotion decisions. Monitoring impact of Interventions-- Tracking impact interventions-- Evaluating stress levels and value-change-- Formulating evidence based practices and responsible investment-- Evaluation mediation process, moderation and interaction analysis.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References

1. Edwards Martin R, Edwards Kirsten (2016),-Predictive HR Analytics:Masteringthe HR Metric||,Kogan Page Publishers,ISBN-0749473924
2. Fitz-enzJac (2010), -Thenew HR analytics:predictingtheeconomicvalueofyour company'shumancapitalinvestments||,AMACOM,ISBN-13:978-0-8144-1643-3
3. Fitz-enzJac, MattoxIIJohn (2014), -Predictive AnalyticsforHuman Resources||, Wiley, ISBN-1118940709
4. Bernard Marr(2018), Data Driven HR:How to use Analytics and metrics to data driven performance,Kindle Edition.
5. John Sullivan(2003)HR Metrics The World Class Way, Kennedy Information ISBN 978- 1932079012

MBA: Second Year - First semester
V21MBT32: MANAGEMENT OF INDUSTRIAL RELATIONS
(Effective for the students admitted into Second year from the Academic Year 2022-23)

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COURSE OUTCOMES:

After successful completion of the course, the student will be able to:

At the end of this course students will be able to

CO1: Explain the factors influencing IR. (K2)

CO2: Describe the growth and functioning of trade unions. (K2)

CO3: Describe nature, importance and various forms of Workers' Participation in management. (K2)

CO4: Recall the Salient features of Workmen Compensation Act. (K1)

CO5: Analyze the Causes of Grievances and Design redressal mechanism. (K4)

UNIT 1

Industrial Relations Management: Concept- meaning- evaluation -Background of industrial Relations in India- Influencing factors of IR in enterprise and the consequences. Economic, Social and Political environments-Employment Structure -Social Partnership- Wider approaches to industrial relations- Labour Market.

UNIT 2

Trade Unions: Introduction-Definition and objectives-growth of Trade Unions in India-trade Unions Act , 1926, recent amendments. Legal framework-Union recognition-Union Problems-Employees Association-introduction ,Objective Membership, Financial Status.

UNIT 3

Workers' Participation in Management: Workers' Participation in Management - Worker's Participation in India, shop floor, Plant Level, Board Level- Workers' Welfare in Indian scenario- Collective bargaining concepts & Characteristics -Promoting peace.

UNIT 4

Social Security: Introduction and types -Social Security in India, Health and Occupational safety programs- Salient features of Workmen Compensation Act and Employees' State Insurance Act relating to social security - Workers' education objectives -Rewarding.

UNIT 5

Employee Grievances: Causes of Grievances –Conciliation, Arbitration and Adjudication procedural aspects for Settlement of Grievances –Standing Orders- Code Discipline. Industrial Disputes: Meaning, nature and scope of industrial disputes - Cases and Consequences of Industrial Disputes –Prevention and Settlement of industrial disputes in India.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References

1. C.S Venkataratnam: “**Industrial Relations**”, Oxford University Press, New Delhi, 2011
2. Sinha: “**Industrial Relations, Trade Unions and Labour Legislation**”, Pearson Education, New Delhi, 2013
3. Mamoria: “**Dynamics of Industrial Relations**”, Himalaya Publishing House, New Delhi, 2010
4. B.D.Singh: “**Industrial Relations**” Excel Books, New Delhi, 2010
5. Arun Monappa: “**Industrial Relations**”, TMH, New Delhi. 2012
6. Prof. N.Sambasiva Rao and Dr. Nirmal Kumar: “**Human Resource Management and Industrial Relations**”, Himalaya Publishing House, Mumbai
7. Ratna Sen: “**Industrial Relations**”, MacMillon Publishers, New Delhi, 2011

MBA: Second Year - First semester
V21MBT33: INTERNATIONAL HUMAN RESOURCE MANAGEMENT
(Effective for the students admitted into Second year from the Academic Year 2022-23)

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COURSE OUTCOMES:

After successful completion of the course, the student will be able to:

CO1: Describe HR applications in global perspective. (K2)

CO2: Explain problems involved in international assignments. (K2)

CO3: Describe the relevance of Cross Culture Communication in global context. (K2)

CO4: Analyze the worth of a overseas assignment. (K3)

CO5: Analyze Global Strategic Advantages through HRD. (K3)

UNIT 1

Introduction: A Global HR Perspective in New Economy-Challenges of Globalization - Implications of Managing People and Leveraging Human Resource- - Conflicts - Strategic Role of International HRM - Global HR Planning - Staffing policy - Training and development - performance appraisal -International Labour relations - Industrial democracy.

UNIT 2

Managing International Assignments: Significance - Selection methods - Positioning Expatriate - Repatriate - factors of consideration - Strategies - International assignments for Women - gender issues.

UNIT 3

Cross Culture Management: Importance - Concepts and issues - theories-considerations - Problems - Skill building methods - Cross Culture Communication and Negotiation - Cross Culture Teams.

UNIT 4

Compensation Management: Importance - Concepts- Trends - Issues - Methods - Factors of Consideration - Models - incentive methods - global compensation implications on Indian systems - Performance Management.

UNIT 5

Global Strategic Advantages through HRD: Measures for creating global HRD Climate
– Strategic Frame Work of HRD and Challenges - Globalization and Quality of Working
Life and Productivity – Challenges in Creation of New Jobs through Globalization- New
Corporate Culture

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References:

1. Subba Rao P: "International Human Resource Management", Himalaya Publishing House, Hyderabad, 2011
2. NilanjanSen Gupta: "International Human Resource Management Text and cases" Excel Books, New Delhi.
3. Tony Edwards : "International Human Resource Management", Pearson Education, New Delhi, 2012
4. Aswathappa K, Sadhana Dash: "International Human Resource Management, TMH, New Delhi,
5. Monir H Tayeb: "International Human Resource Management", Oxford Universities Press, Hyderabad, 2012.